

PRIORITY ONE: Increase housing opportunities available to chronic homeless individuals by at least 300 units within 3 years								
Objective 1: Increase housing opportunities available to chronic homeless by maximizing use of existing funding streams								
Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 1.1</b>  Use <b>HOME</b> -Tenant Based Rental Assistance to provide 100 units of housing	<b>Action 1.1.1</b> Develop program design	Nikki Nicholau	DHCD	# of units-100	January 2004	10/2005 & ongoing		Program design completed on March 1, 2004.
	<b>Action 1.1.2</b> Fund at \$500,000 for FY2004-06 Action Plans				April 2004	5/2004	Plan was submitted to HUD.	Awaiting approval of plan by HUD
	<b>Action 1.1.3</b> Issue grant				July 2004			
	<b>Action 1.1.4</b> Award grant				August 2004			
	<b>Action 1.1.5</b> Track & report results				September 2005 CAPER			
<b>Strategy 1.2</b>  Initialize VHDA/ DMHMRSAS special project using <b>Mainstream Housing Opportunities for Persons with Disabilities</b> vouchers with distribution through Community Services Boards in non-entitlement areas.	<b>Action 1.2.1</b> Determine administrative eligibility for project.	Chris Hilbert	VHDA/ DMHMRSAS	# of units-75	<del>December 2003</del> July 2004	6/2005 & ongoing		Delayed until July 1, 2004
	<b>Action 1.2.2</b> Develop proposal		Chris Hilbert/Joy Cipriano		September 2004			
	<b>Action 1.2.3</b> Get Memorandum of Understanding (MOU) signed		VHDA/ DMHMRSAS		April 2004			
	<b>Action 1.2.4</b> Complete competitive grant application		VHDA		June 2004			
	<b>Action 1.2.5</b> Distribute vouchers		DMHMRSAS		December 2004			
	<b>Action 1.2.6</b> Track & report results		DMHMRSAS		June 2005			

Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 1.3</b>  Support the efforts of the Disability Housing and Olmstead workgroups to expand the use of <b>Mainstream Housing Opportunities for Persons with Disabilities</b> vouchers with distribution through Community Services Board (CSB) in entitlement areas	<b>Action 1.3.1</b> Maintain communication with the workgroups and offer assistance of Policy Academy members when needed.	Nikki Nicholau	Olmstead and Disability Housing workgroups		Next Update: September 2004	On-going	State has no control over distribution methods used by entitlement areas	Strategy reworted June 2004
	<b>Action 1.3.2</b> Provide annual updates of progress.		NA					
	<b>Action 1.3.3</b> Approach PHAs in a minimum of 5 localities		CSB					
	<b>Action 1.3.4</b> Provide program design from Strategy 1.2		CSB					
	<b>Action 1.3.5</b> Follow up to determine action taken		TBD					
	<b>Action 1.3.6</b> Report number of vouchers provided under program		TBD					
<b>Strategy 1.4</b>  Expand use of <b>Veterans' Administration, HUD and USDA Rural Development</b> foreclosed properties as a source of new housing units	<b>Action 1.4.1</b> Obtain current program requirements	Bert Boyd Bill Burnham	DVS/HUD/ USDA RD	# of units- 30 in 3 years	January 2004	March 2005	Discussions with USDA-Rural Development are underway.	New federal policies related to the disposition of foreclosed properties in HUD/Veterans Administration. Strategy eliminated as strategy as not actionable.
	<b>Action 1.4.2</b> Identify VHDA financing to assist with renovations/purchase		VHDA		January 2004			
	<b>Action 1.4.3</b> Develop information sheet/ packet for state non profits		DVS/HUD/ USDA RD		February 2004			
	<b>Action 1.4.4</b> Distribute sheets through VIACH, web site and other venues		All PA members		July 2004			
	<b>Action 1.4.5</b> Provide TA to groups at VCH conference and Governor's Housing Conference		DHCD/VIACH/ VCH/Homeward		December 2004			
	<b>Action 1.4.6</b> Track & report		DVS/HUD/ USDA RD		March 2005			

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<b>Strategy 1.5</b>  Increase available <b>HUD Supportive Housing Program</b> funds available to support housing initiative through expansion of Continuum of Care (COC) to cover state.	<b>Action 1.5.1</b> Identify localities without COC organizations – provide listing of localities	Nikki Nicholau	DHCD/VIACH/ HUD	# of units – 30  \$1.4 million in new resources	January 2004	July 2005		Completed
	<b>Action 1.5.2</b> Identify localities in the process of developing CoC’s – provide listing		DHCD		January 2004		New localities in the process of developing CoC,s are: the New River Valley, Eastern Shore, and Rapidan/Rappahannock area.	Completed
	<b>Action 1.5.3</b> Provide technical assistance to those localities		DHCD/HUD		July 2004			Contracts for TA have been provided to developing CoCs in 5 communités.
	<b>Action 1.5.4</b> Identify & contact localities that might expand to incorporate additional localities		DHCD/VIACH		March 2005			Underway
	<b>Action 1.5.5</b> Develop Balance of State COC Statement		DHCD		May 2005		Dependent on other activities to develop local CoC	
<b>Strategy 1.6</b>  Expand use of housing resources available through the Veterans Administration – Per Diem	<b>Action 1.6.1</b> Obtain current program requirements	David Wall	DVS	# of units – 50, 150 beds	January 2005	December 2005		Reassigned to David Wall.
	<b>Action 1.6.2</b> Develop information sheet/ packet for state non-profits				March 2005			
	<b>Action 1.6.3</b> Distribute sheets through Virginia Interagency Action Council on the Homeless (VIACH), team members’ web site and other venues		DHCD/VIACH/ VCH		March 2005			
	<b>Action 1.6.4</b> Provide technical assistance to groups at Virginia Coalition for the Homeless (VCH) and the Governor’s Housing Conference		DHCD/VIACH/ VCH/Homeward		November 2004			
	<b>Action 1.6.5</b> Track & report		DVS		Annually			

Objective 2: Increase housing opportunities available to chronic homeless by developing new funding streams								
Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 1.7</b>  Determine feasibility of VHDA set-aside in mixed use/ mixed income projects	<b>Action 1.7.1</b> Develop information packet	Chris Hilbert	VHDA	# of units-20	December 2004	July 2005	Other VHDA priorities have delayed this strategy until next funding cycle	Delayed by 1 year from 03 to 04
	<b>Action 1.7.2</b> Inquire about VHDA set aside for very low income (<30%AMI)				December 2004			
	<b>Action 1.7.3</b> Notify team of decision				January 2005			
<b>Strategy 1.8</b>  Initiate a Rental Assistance program for homeless individuals and families	<b>Action 1.8.1</b> Obtain VCH proposal	Sue Capers	VCH	# of units-80	December 2003	July 1, 2005	Legislation was introduced in 2004 General Assembly and failed – will be reintroduced in the 2005 Legislative session.	To be reintroduced in 2005 Legislative Session
	<b>Action 1.8.2</b> Develop Information packet				January 2004			
	<b>Action 1.8.3</b> Get General Assembly (GA) patrons				December 2003			
	<b>Action 1.8.4</b> Present to GA		Legislative Patrons		January 2004			
	<b>Action 1.8.5</b> Educate public and stakeholders on benefits in order to obtain public support		VCH		February 2004			

Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 1.9</b>  Facilitate a feasibility study of a health-based Housing First model in Richmond through VCU/MCV	<b>Action 1.9.1</b> Invite Virginia Hospital and Healthcare Association, VA Healthcare Foundation and VCU Health Systems to join PA team	Nikki Nicholau	Team Leader	# of units- TBD	February 2004	July 2006		Homeward of Richmond has established a working group to move forward with elements of the San Francisco model. Grant opportunities are being sought.
	<b>Action 1.9.2</b> Use technical assistance from Policy Academy to bring Mark Trotz from Housing First to meet with partners		DHCD – Nikki Nicholau VHHA - Tyler DMAS – Diana Thorpe VDH-Foroobar VCU DHCD/VHHA Virginia Health Care Foundation DHCD/VCU/DH		<del>April 2004</del> May 2004			
	<b>Action 1.9.3</b> Develop proposal		Reggie Gordon and Homeward Workgroup		July 2004			
	<b>Action 1.9.4</b> Identify funding available from all partners				July 2004			
	<b>Action 1.9.5</b> Initiate pilot project				January 2005			
	<b>Action 1.9.6</b> Evaluate cost/benefit analysis of project		Program Evaluator		July 2006			

Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 1.10</b>  Increase available funding for affordable housing through a State level Housing Trust Fund	<b>Action 1.10.1</b> Identify dedicated source of funding	Nikki Nicholau	VCH	Increase in available funds for affordable housing	July 2004	July 1, 2006		Nikki to talk with Bob Adams with VA Housing Coalition about next steps on this strategy.
	<b>Action 1.10.2</b> Write proposal		VCH		July 2004			
	<b>Action 1.10.3</b> Obtain GA patrons		VHC		Summer 2004			
	<b>Action 1.10.4</b> Introduce at GA		Legislative Patrons		January 2005			
	<b>Action 1.10.5</b> Educate public and stakeholders on benefits in order to obtain public support		VCH		January 2005			
	<b>Action 1.10.6</b> If passed, develop program guidelines		VHDA/DCHD		Legislation passed			
<b>Strategy 1.11</b>  Facilitate successful acquisition of available grant funds for housing through technical assistance and information of grant opportunities	<b>Action 1.11.1</b> Identify grant sources	Denise Goode	All Policy Academy members	Awarding of a minimum of 2 grants a year over 3 years that increase available funding and units by at least 50.	Grant awards	July 2007		Efforts underway.

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<b>Strategy 1.12</b>  <b>Maintain</b> state funding for support of emergency shelters and transitional housing for homeless individuals and families	<b>Action 1.12.1</b> Develop Budget Amendment proposal	Sue Capers	VCH	# of units-50	September of each year	On-going	Annual strategy	Funding levels remained at previous levels despite difficult budget issues in the Commonwealth. \$4.5 million in TANF set aside for homeless programs were reinserted in the Budget Bill passed by the General Assembly. The decision was made to reword the strategy as PA members feels more attention should be focused on permanent housing for homeless.
	<b>Action 1.12.2</b> Develop Information packet		VCH		October of each year			
	<b>Action 1.12.3</b> Get General Assembly Patrons		VCH		November of each year			
	<b>Action 1.12.4</b> Present to GA		Legislative Patrons		January of each year			
	<b>Action 1.12.5</b> Educate public and stakeholders on benefits in order to obtain public support		VCH		On-going with emphasis during General Assembly session			
	<b>Action 1.12.6</b> Implement new program as part of annual application process		DHCD		With the start of each fiscal year, July 1			

PRIORITY TWO: Accessible Supportive Services								
Objective: Reduce barriers associated with the delivery of supportive services to homeless persons								
Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 2.1</b>  Explore use of State SSI supplement (Auxiliary Grant) in settings other than assisted living facilities (ALFs) for the chronically homeless.	<b>Action 2.1.1</b> Explore this with the DSS Commissioner and try to expand only to homeless individuals.	Jane Clements Diana Thorpe	DMAS	Increase in support available for chronic homeless in supportive housing units	Decision from the DSS Commissioner	<del>October 2004</del> March 2004	Commissioner has no objection. Would this require a Code change?	Closed – Auxiliary grants must be spent in Assisted Living Facility Although this was closed at its last meeting, efforts may be reestablished with the receipt of Real Choice grant awards and implementation of the Richmond pilot program. Decision to be revisited at PA September meeting when more information is available.
	<b>Action 2.1.2</b> If feasible, add strategy to implement decision		DSS/DMAS		Strategy added			
<b>Strategy 2.2</b>  Conduct four workshops throughout the state on Disability Determination and Presumptive Decision Making	<b>Action 2.2.1</b> Design workshop	Denise Goode	DRS/DMHM RSA	Reduction in time associated with accessing benefits as number of presumptive decision increase by a minimum of 5 percentage points.	Workshop design complete	February 2004		Complete
	<b>Action 2.2.2</b> Establish locations and publicize				Schedule published	March 2004		Complete
	<b>Action 2.2.3</b> Conduct workshops				Workshops held	July 2004	Scheduled for May 19- Roanoke May 26-Richmond June 9-NOVA June 30- Tidewater	3 of 4 workshops completed. Success of workshops has resulted in decision to hold annual training sessions in this area.
	<b>Action 2.2.4</b> Measure results				Report on number of presumptive decision for FY2004	August 2005		



Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 2.3</b>  At all points of entry into the system, educate workers about use of the homeless checklist and resource guide (“no wrong door”).	<b>Action 2.3.1</b> Develop checklist and resource guide using existing models	Jane Clements	Policy Academy member agencies	All first-line workers trained DSS will not develop new screening tool, as a number of agencies already have them developed. Sub-committee acknowledge the need for one website that acts as an address for local homeless service providers to use that links to other websites in order to see the array of benefits and services that their homeless clients may be eligible to receive.	Checklist complete	July 2004 October 2004	Consider having Corrections or other institutions provide applications for VDSS benefits before discharge.	Complete
	<b>Action 2.3.2</b> Identify opportunities for coordination of intake eligibility determinations and assessment and data collection to facilitate access to mainstream services (TANF, Medicaid, Primary Health Services, Mental Health and Substance Abuse Services)				Meeting held	January 2005		Discussed at 1/28/04 meeting
	<b>Action 2.3.3</b> Identify all points of entry into the system				Listing of entry points exists	January 2005		To be determined
	<b>Action 2.3.4</b> Hold a meeting with all state-agency training staff to explore ways to disseminate information				Meetings held	January 2005		To be determined
	<b>Action 2.3.5</b> Have state trainers develop a training plan to complete the training				Training developed	March 2005		To be determined
	<b>Action 2.3.6</b> Execute plan				Completion of training	July 2005		To be determined
	<b>Action 2.3.7</b> Convert the screen checklist to electronic format	TBD			Electronic web-based list exists	January 2005		To be determined
	<b>Action 2.3.8</b> Update list annually as needed	Jane Clements				Ongoing	Need joint meeting of agencies impacted	To be determined

Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 2.4</b>  Simplify application for Food Stamps, TANF, and Medicaid	<b>Action 2.4.1</b> Appoint a state-level interagency group to determine which rules are federally mandated	Jane Clements Diana Thorpe	DSS (Duke Storen)	A shorter, easier to complete, application	Group roster	July 2005		Underway. Should be completed before July 2005.
	<b>Action 2.4.2</b> Determine which rules can be changed		Higher level group from 2.4.1		List of rules			
	<b>Action 2.4.3</b> Determine which rules should be changed		Higher level group from 2.4.2		List of rules			
	<b>Action 2.4.4</b> Change regulations and policy				Revised policy and regulations			
	<b>Action 2.4.5</b> Train Workers				All designated staff trained			
<b>Strategy 2.5</b>  Encourage all local departments of social services to designate an eligibility worker (and backup) to take applications from homeless individuals.	<b>Action 2.5.1</b> Get buy-in from VDSS Commissioner	Jane Clements	Duke Storen	Designated workers in local DSS	50% have designated worker by 10/04; 75% by 10/05	October 2005		Will be added to VDSS meetings agendas with local directors by summer 2004
	<b>Action 2.5.2</b> Commissioner communicate with local DSS directors the importance of ending homelessness and how DSS needs to be more involved in ending homelessness		DSS					
	<b>Action 2.5.3</b> At quarterly local directors' meetings, VDSS emphasize need to designate an eligibility worker and backup		DSS			Quarterly, beginning October 2004		
	<b>Action 2.5.4</b> At quarterly meetings of eligibility staffs emphasize the need for designated staff and provide training about homeless issues.		DSS		Meetings held	Quarterly, beginning October 2004		

Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 2.6</b>  Coordinate with statewide 211 to insure complete resource listing of services for the chronic homeless.	<b>Action 2.6.1</b> Make presentation to the 211 Policy Board	Jane Clements	Marecella Williams		Presentation made & resource guide distributed	July 2005	Completion date may be too optimistic as 211 system is not that far along.	Item to be removed from plan per PA meeting 6/11/04. Unclear as to the direction State will take with this issue and is not under control of any Policy Academy member agency.
<b>PRIORITY THREE: Prevention initiatives that reduce homelessness</b>								
<b>Objective: Insure that all individuals at risk for homelessness have a housing plan upon release from a state supported program that had included housing as a component.</b>								
Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 3.1</b>  Implementation of a statewide discharge policy for all at-risk individuals to include housing as well as employments as components of pre-release plan. (foster care, adult and juvenile ex-offenders, persons released from <i>state</i> medical and mental institutions.)	<b>Action 3.1.1</b> Identify existing policies	a. Jane Clements b.Scott Richeson	DSS/DOC/VHHA/DMHMRSAS/DJJS	Reduction in number of discharged persons entering homelessness.	Policies identified by each agency/ Organization	<del>March 2004</del> July 2004	Strategy was changed to indicate that only discharge policies of state facilities.	Completion date extended. Discharge policies from DJJ, MHMRSAS, DOC, DSS (foster care) have been collected.
	<b>Action 3.1.2</b> Modify to meet the housing and employment needs of those released.	c.Tyler Cox d.Jim Reinhard e. Angela Valentine			As needed, internal individuals/ committees for each agency will determine modifications needed.	<del>May 2004</del> October 2004		
	<b>Action 3.1.3</b> Gain buy-in for adopting policies at state and local levels				Policies developed and implemented by each agency	<del>August 2004</del> December 2004 (assuming no APA action required)	All agencies need to pursue this within their agencies	
	<b>Action 3.1.4</b> Develop list of housing resource options available after discharge				Directory updated and published for each population.	<del>April 2004</del> July 2004		

Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 3.2</b>  Support Job Corps as an appropriate discharge option for juvenile offenders and juvenile aging out of foster care.	<b>Action 3.2.1</b> Determine how many juveniles currently exit to Job Corps from targeted systems.	a. Jane Clements b. Angela Valentine	DSS/DJJS	Greater job skills to young adults aging out of foster care reducing the likelihood of them becoming homeless due to a lack of resources.	DSS and DJJ records tracked to determine if information exists. If not, survey relevant sources.	July 2004	Need more information on the Job Corps.	Nikki and Denise to follow up with Job Corps meeting.
	<b>Action 3.2.2</b> Provide specific enrollment information to individuals involved in discharge planning for juvenile				Materials provided to agencies and individuals who could benefit.	March 2004	Need to move completion date to July 2004/	Discussed at 1/28/04 meeting
	<b>Action 3.2.3</b> Do follow-up survey one year after implementation to determine number of juveniles enrolling who exited one of targeted systems.				Prepare a survey and send it to the Job Corps address or last known home address of participant	June 2005		To be determined
<b>Strategy 3.3</b>  Statewide summit on best practices for children aging out of foster care	<del><b>Action 3.3.1</b> Convene a workgroup of state and local social services representatives to identify best practices and resources</del>	Jane Clements	<del>Ray Goodwin</del>	Increased number of young adults leaving foster care to become self-sufficient and better prepared to live independently reducing likelihood of them becoming homeless.	<del>Individuals on the work group identified and the meeting convened.</del>	<del>March 2004 July 2004</del>	Strategy will be pursued on as an internal effort in DSS by those involved with Foster Care program.	Decision to remove strategy made at June meeting.
	<del><b>Action 3.3.2</b> Determine if recommendations will need Administrative Process Act action</del>		Richard Martin		Discuss recommend. with DSS APA staff.	June 2004 August 2004		
	<del><b>Action 3.3.3</b> Take appropriate action to implement best practices</del>		Ray Goodwin		Revise policy and procedures. Train local DSS staff.	October 2005 January 2005 (if APA needed)		

<b>Strategy 3.4</b> Determine feasibility of a respite program for family caregivers for a prevention strategy	<b>Action 3.4.1</b> Look at respite care programs that exist for other populations and determine applicability	Jim Reinhard	DMHMRSAS (inviting DSS)	Support and strengthen the family members who deal with individuals who are at-risk of becoming homeless.	TBD	September 2004	Hold meetings and complete assessment of existing related programs. We will invite DSS to review the assessment and assist with moving to 3.4.2	Basic research into existing programs is complete. Michael Shank is responsible for rewording this.
	<b>Action 3.4.2</b> Develop a model program and potential funding sources		DMHMRSAS (inviting DSS)		October 2004	December 2004	Recommendations on plan to provide service along with agency and funding implications for the Policy Academy to review.	

PRIORITY FOUR: Sufficient financial resources								
Objective: Connect chronically homeless persons to available financial resources within 90 days of contact								
Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 4.1</b>  Increase the number of prisoners and mental health consumers who have applications pre-filed for Medicaid benefits at release from institutions.	<b>Action 4.1.1</b> Reinforce established procedures for pre-applications with local and state correctional centers statewide	Scott Richeson	DOC	Increase in number of institutions pre-filing claims for eligible prisoners	Meetings held and/or communication with impacted staff	July 1, 2004		In progress.
	<b>Action 4.1.2</b> Educate local CSB and Social Services departments of procedures and need to expedite processing	Jane Clements Jim Reinhard	DSS/ DMHMRSAS		Meetings held and/or communications with impacted staff			Under discussion at DSS on 1/28/04
	<b>Action 4.1.3</b> Provide correctional facilities with point of contacts in CSB and DSS contacts for each jurisdiction in the state.	Scott Richeson	DOC/CSB Staff/DSS		List provided			
	<b>Action 4.1.4</b> Do survey to determine number of institutions pre-filing for benefits.	Scott Richeson Jim Reinhard	DOC		Survey conducted			
	<b>Action 4.1.5</b> Pursue changes in state-Medicaid policy that allows suspension of benefits for short-term incarcerations of one year or less	Scott Richeson	TBD			TBD		

Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 4.2</b>  Expedite veteran benefit claims for homeless veterans	<b>Action 4.2.1</b> Provide necessary POA forms to organizations serving the chronic homeless to allow veterans services to act on behalf of the veteran	Bert Boyd	DVS		Forms distributed to homeless service providers statewide	March 2004	Form and web-link sent to all shelter providers and members of the Policy Academy Team 3/8/04	Completed on March 8, 2004
	<b>Action 4.2.2</b> Insure all veterans services reps are briefed on need to expedite claims				Briefings held			
	<b>Action 4.2.3</b> Provide quarterly updates on the number of cases received and expedited.				Receipt of report for April-June 2004	July 2004		
Objective: Increase the availability of training opportunities and jobs to chronically homeless through WIA								
<b>Strategy 4.3</b>  Have Governor declare homeless as a “hard to serve” population under WIA	<b>Action 4.3.1</b> Prepare issue paper for Governor’s office and submit for approval	Willie Blanton	VEC	Increased number of homeless individuals served through WIA each year indicated in annual reports	Approval of Governor’s office	July 2004		
	<b>Action 4.3.2</b> Gain sign-off and communicate to local Workforce Investment Boards (WIB)				Communication to local WIB			

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<b>Strategy 4.4</b>  Seek release from performance measures from USDOL when serving the chronic homeless	<b>Action 4.4.1</b> Prepare and submit necessary documentation for DOL	Willie Blanton	VEC	Increased number of homeless individuals served through WIA each year	Memo sent to DOL	July 2004		
	<b>Action 4.4.2</b> If granted, notify local WIBs				Communication to local WIB			
<b>Strategy 4.5</b>  Access state 5% set-aside of Workforce Investment Act (WIA) funds for a pilot program targeted at employment for chronic homeless initiative	<b>Action 4.5.1</b> Develop a position paper for Governor's office	Willie Blanton	VEC	Increase in employment of chronically homeless in accordance with projected outcomes (TBD)	Paper developed	April 2004		
	<b>Action 4.5.2</b> With Commissioner's approval, submit to Governor's office				Paper submitted			
	<b>Action 4.5.3</b> Include in state Plan of Service				Plan of Service includes project for chronic homeless			
	<b>Action 4.5.4</b> Implement Plan and monitor results					July 2004		
	<b>Action 4.5.5</b> Report outcomes				Report to Policy Academy Team	October 2005		



<b>Strategy 4.6</b>  Market Work Opportunity Tax Credit (WOTC) to increase employment opportunities for homeless and ex-offenders	<b>Action 4.6.1</b> Educate local offices and one stop centers on how to use WOTC to assist with employment of DSS-eligible individuals who are homeless and with ex-offenders	Jim Ellenberger	WOTC Unit in VEC	Increase in number of homeless and ex-offenders employed with WOTC	Training provided to local offices	October 1, 2004		
	<b>Action 4.6.2</b> Work with DSS to determine how to best establish eligibility of chronically homeless		VEC/DSS			On-going		
	<b>Action 4.6.3</b> Track number of WOTC provided to ex-offenders (and homeless, if possible)		WOTC Unit in VEC					
	<b>Action 4.6.4</b> Provide annual report of number of credits issued for ex-offenders and homeless		WOTC Unit in VEC		Annual report submitted to Policy Academy	October 1, 2005		
<b>Strategy 4.7</b>  Increase focus on employment of chronic homeless by local one stop centers	<b>Action 4.7.1</b> Establish a standard that VEC regional directors document at least one activity each quarter targeted at increased employment opportunities for chronically homeless	Jim Ellenberger	VEC Regional Directors	A minimum of 16 outreach activities targeted to increased employment of chronically homeless each year.	Standard incorporated in annual plan	July 2004		
	<b>Action 4.7.2</b> Have regional directors establish work plans and provide quarterly reports				Reports received in Central Office	On-going		
	<b>Action 4.7.3</b> Share best practices and successful efforts with each other				Report to Policy Academy	September 2005		

Objective: Provide income opportunities through the Earned Income Tax Credit and other programs with focus on support to the chronic homeless								
Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 4.8</b>  Educate points-of-contact for the chronic homeless about the Earned Income Tax Credit	<b>Action 4.8.1</b> Distribute information sheet and posters to all service providers	Nikki Nicholau	DHCD/VCH/DSS/CSB /VIACC	Increase income through annual tax return to receive earned income tax credit	Distribution of information	January 2005		
	<b>Action 4.8.2</b> Collate and distribute information about locations for free tax preparation services	TBD	DHCD/VCH/DSS/CSB /VIACC		Distribution of information	February 2005		
	<b>Action 4.8.3</b> Hold workshops at VCH annual meeting and the Governor’s Housing Conference	Nikki Nicholau Sue Capers	DHCD/VCH/IRS		Workshops held	December 2004		
	<b>Action 4.8.4</b> Send annual reminder to affiliated groups each January-March	Nikki Nicholau	DHCD/VIACH/ VCH		Annual reminders sent	On-going		

PRIORITY FIVE: An understanding of chronic homelessness at all levels								
Objective: Insure clear, comprehensive data on the Status-June 15 2004 of chronic homeless in Virginia								
Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 5.1</b>  Develop mechanism to capture and document the number of chronic homeless	<b>Action 5.1.1</b> Develop and implement an independent standard zip code for use by service providers	Reggie Gordon	VA Housing Research Center (VHRC)/VIACH/ Policy Academy agencies	Ability to determine “as is” and track progress toward the desired state and support public relation efforts, and provide cost avoidance and other data for funding sources	Code established	August 1, 2004		
	<b>Action 5.1.2</b> Support implementation of HMIS systems statewide	Nikki Nicholau	DHCD		On-going			
	<b>Action 5.1.3</b> Determine baseline data available from other agencies	Ted Koebel	VA Housing Research Center (VHRC)/VIACH/ Policy Academy agencies)		June 1, 2004			
	<b>Action 5.1.4</b> Consolidate data from CoC statewide with other data	Ted Koebel	VHRC		August 1, 2004			
<b>Strategy 5.2</b>  Document supportive housing availability, need, and costs	<b>Action 5.2.1</b> Consolidate data from CoC statewide with other data	Ted Koebel	VHRC	Ability to determine “as is” and track progress toward the desired state and support public relation efforts, and provide cost avoidance and other data for funding sources	August 2004	October 2004		
	<b>Action 5.2.2</b> Determine number of units needed		VHRC		September 2004			
	<b>Action 5.2.3</b> Document costs of providing units and services		VHRC VHHA		October 2004			
	<b>Action 5.2.4</b> Document cost of supportive services provided through existing systems		VHRC		October 2004			
	<b>Action 5.2.5</b> Conduct cost/benefit analysis of alternative service delivery				October 2004			

**Objective: Raise priority of ending chronic homelessness through education and awareness**

Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 5.3</b>  Create higher level of awareness in agency's involved in Policy Academy	<b>Action 5.3.1</b> Provide briefings to agency head and executive staff	Nikki Nicholau	Each team member	Insure that the activities of the Policy Academy are able to survive changes to team member and political leadership	By June 30, 2004	On-going		
	<b>Action 5.3.2</b> Use internal agency publications to highlight activities	Nikki Nicholau	Each team member		On-going with copies of articles in file			
	<b>Action 5.3.3</b> Involve other agency staff in activities of implementation of the Action Plan							
	<b>Action 5.3.4</b> Conduct briefings of impacted Cabinet Secretaries on activities	Denise Goode Nikki Nicholau Stuart Richeson		Insure the goals of Policy Academy are institutionalized	Quarterly			
	<b>Action 5.3.5</b> Ask Secretaries' offices to include accountability for Action Plan's goals in agency's performance contract, outcomes, and strategic plan	Denise Goode Nikki Nicholau Stuart Richeson			By June 1, 2004			

Strategy	Actions	Manager	Implementers	Outcome	Benchmarks	Completion	Notes	Status-June 15 2004
<b>Strategy 5.4</b>  Broaden participation of relevant stakeholders in the work of the Policy Academy	<b>Action 5.4.1</b> Expand team to include representatives from all relevant agencies, impacted non-profit, legislators, and federal partners	Nikki Nicholau	Each team member	Appropriate representation will insure integration of efforts into service delivery and achievement of goals.		On-going	Agencies added: USDA Rural Services, Juvenile Corrections, Social Security Admin.	VA Supportive Housing joined the workgroup in May 2004
	<b>Action 5.4.2</b> Coordinate efforts with Olmstead Task Force	Denise Goode			On-going			
	<b>Action 5.4.3</b> Conduct series of regional meetings with community leaders and service agencies of Action Plan	Nikki Nicholau Denise Goode	Each team member		4 regional meetings during first quarter 2004	November 30, 2004	Meeting held: Northern VA Coalition on the Homeless, Hampton Roads CoC, VA Mental Health Alliance, Five Rivers CoC	Underway
<b>Strategy 5.5</b>  Increase public awareness and political support	<b>Action 5.5.1</b> Develop a series of compelling stories related to chronic homelessness	Denise Goode Chris Hilbert	DHCD/VHDA		5 stories completed for use by partner agencies	July 1, 2004		
	<b>Action 5.5.2</b> Invite General Assembly members to events highlighting chronic homeless	Sue Capers	All PA Team Members			July 1, 2004		
	<b>Action 5.5.3</b> Issue a minimum of one press release per quarter related to the work of the Policy Academy or the chronic homeless	Nikki Nicholau	DHCD		July 1 & October 1, 2004, January 1 & April 2, 2005	July 1, 2005	Stories published: DSS – Employee Newsletter (2/04); Alexandria CSB (1/04)	

Legend:  
AG – Auxiliary Grant  
ALF – Assisted Living Facilities  
APA – Auditor of Public Accounts  
CAA – Community Action Agency  
CoC – Continuum of Care  
CSB – Community Services Board  
DHCD – Department of Housing and Community Development  
DJJS – Department of Juvenile Justice Services  
DMAS – Department of Medical Assistance Services  
DMHMRSAS – Department of Mental Health, Mental Retardation & Substance Abuse Services  
DOC – Department of Corrections  
DOH – Department of Health  
DRS – Department of Rehabilitative Services  
DSS - Department of Social Services (also VDSS – Virginia Department of Social Services)  
GA – General Assembly  
HUD – U.S. Department of Housing & Urban Development  
ICH – U.S. Interagency Council on Homelessness  
PA – Policy Academy  
PHA – Public Housing Authority  
TANF – Temporary Assistance to Needy Families  
USDA-RD – U.S. Department of Agriculture – Rural Development  
USDOL – U.S. Department of Labor  
VCH – Virginia Coalition for the Homeless  
VEC – Virginia Employment Commission  
VHHA – Virginia Hospital and Healthcare Association  
VHRC – Virginia Housing Research Center  
VHDA – Virginia Housing Development Authority  
VIACH – Virginia Interagency Action Council on Homelessness  
WIA – Workforce Investment Act  
WIB – Workforce Investment Board  
WOTC – Work Opportunity Tax Credit